

VI. Priorities and Actions

Over the course of the planning process, community members identified priorities actions that will, once implemented, bring positive change to the neighborhood.

This chapter presents those priorities and strategic actions.

1. INTENT OF PRIORITIES AND ACTIONS

This chapter provides a clear roadmap for realizing the community's vision, including programs, policies, and physical improvements. In Five Wounds/ Brookwood Terrace, (FWBT), physical change -- as well as on-going stewardship -- must be present for long-term success. In addition to identifying priorities and actions, this chapter cites responsible partners and potential sources of funding to carry these actions out.

This chapter is organized into three sections:

- Top Priorities;
- Matrix of Actions; and,
- Vehicles of Implementation.

Top Priorities.

Any community has limited resources. Consequently, ten of the most important initiatives were identified through extensive community engagement. These top priorities, which are listed in priority order, should be expedited, because it is the community's consensus that these priorities will leverage the greatest community benefit through immediate action.

Top Ten Priorities

1. Develop an Economic Strategy for Improving the William Street and 24th-McLaughlin Commercial Node.
2. Improve the McLaughlin Avenue Streetscape and Make Pedestrian Enhancements.
3. Improve Traffic and Pedestrian Flow and Control at 33rd & McKee.
4. Improve and/or Redevelop Existing Retail Sites at McKee and 33rd.
5. Complete Selma Olinder Park.
6. Improve William Street Pedestrian Environment and Streetscape.
7. Complete the Coyote Creek Trail between Kelley Park and Highway 101.

**Walkable Small
Town Character
and Culture.**

8. Expand Housing Rehabilitation Programs and Outreach.
9. Create an East Santa Clara-Alum Rock Parking Strategy.
10. Increase Opportunities for Youth & Teen Activities.

For top priorities, this chapter contains details on issues and actions to clear a path toward implementation.

The uppermost priorities all seek to foster a walkable “small town” through sympathetic redevelopment, and street and trail improvements. For any action, this core concept of a walkable “small town” should be considered, and is elaborated on in *Chapter III - Guiding Principles and Organizing Concepts*.

In addition to the Top Ten priorities, four On-Deck priorities have also been identified. With a longer-time horizon than the Top Ten items, On-Deck priorities will deserve focused attention in the future, as opportunities for implementation present themselves.

On Deck Priorities

11. Develop a Program, and a pilot project for the Five Wounds/Brookwood Terrace Area for Putting Utilities Underground.
12. Create a Town Square near Five Wounds Church.
13. Redevelop the “San José Steel” Area as a New Transit-Oriented, Mixed-Use Urban Center.
14. Protect and Continue the Existing Small Town Character of the East Santa Clara – Alum Rock Corridor.

Matrix of Actions.

A *Matrix of Actions* offers a complete list of beneficial programs, policies and physical improvements. This list includes large and small tasks alike, from major redevelopment and recreation opportunities, to providing more trash receptacles along shopping streets. The *Matrix of Actions* is organized around four categories that represent areas of significant change in the SNI area.

1. Walkable Small Town Character and Culture
2. Recreation, Schools, Activities, and Programs

3. Enforcement Efforts

4. Parking and Infrastructure

For each action, the matrix notes:

- the priority level (Top Ten, On-Deck, high, medium or low);
- expected timeframe (immediate -- 0-18 months; short -- 0-3 years; medium --4-6 years; or long -- 7+ years);
- responsible parties (including government agencies and non-governmental organizations);
- City Service Area (such as Transportation Services, Recreation and Cultural Services, Economic and Neighborhood Development); and
- potential sources of funding.

Within each category, highest priority actions (Top Ten and On-Deck items) top the lists and are identified with a black dot. The remaining actions are listed in order of importance based on community and NAC ratings. The acronyms listed in the matrix are defined at the bottom of the matrix sheets.

Vehicles for Implementation.

This section describes successful ways to approach problems and actions, with special attention on ways to make effective assignments. These vehicles for implementation include:

- continuing community input and involvement;
- building on strengths;
- championing top priorities;
- identifying roles and responsibilities;
- coordinating public and private players; and
- monitoring performance by measuring results and evaluating progress.

2. TOP PRIORITIES

The following ten actions should receive highest levels of available City and community time including work to obtain funding. In addition, the community and City staff should keep close tabs on the four On-Deck actions so that as opportunities for their implementation present themselves, they can be brought to the forefront for consideration and action.

Top priorities were selected from a complete list of potential actions through community workshops and NAC meetings. Recognizing that resource constraints make it impossible to implement all actions at once, community members were asked to select the Top Ten items for immediate action. The following top priority items are the result of that process, and represent the projects that are expected to yield greatest benefits to the larger community over the next few years.

Priority 1. Develop an Economic Strategy for Improving the William and 24th - McLaughlin Commercial Node.

Issue:

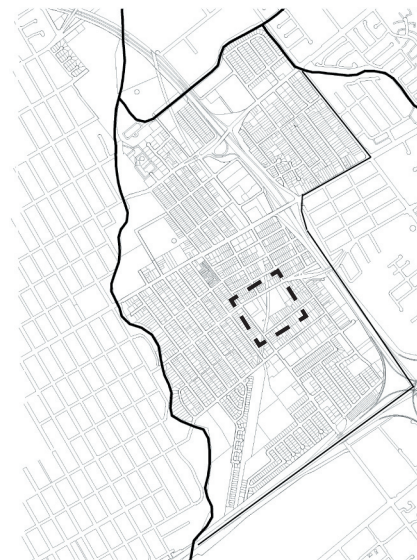
At present, many properties in the vicinity of William and 24th-McLaughlin are underutilized, with a mix of vacant, older industrial and auto-oriented commercial uses. Facades are generally in poor condition, and the community has expressed concern about alleged illicit activity and inadequate maintenance at some of the sites. Through major renovation and/or redevelopment, storefronts could frame an improved William and 24th-McLaughlin to establish an attractive, vital neighborhood shopping area that meets the needs of all local residents.

Discussion:

The retail/commercial node at William and 24th-McLaughlin operates as a natural focal point connecting all of the neighborhoods south of East Santa Clara Street to one another. Residents feel strongly that this area should be clean, comfortable and accessible to pedestrians and bicyclists. Given the likelihood that many of the uses in this area will begin to change and redevelop once the Railroad officially abandons its right-of-way, this area represents a key opportunity to function as a neighborhood gathering spot to meet some of the retail/commercial needs of the diverse community that surrounds it.

Residents have expressed a desire for a mixed-use neighborhood center organized around a pedestrian-friendly William Street and an attractive new streetscape on McLaughlin. The center could integrate a new grocery store, retail shops, upper-story housing or professional offices, and plazas. Area residents are especially eager to attract urban amenities, such as bookstores, coffee shops, and a high-quality grocery store. Additional desires include improvements to the street frontage of the nearby trailer park, upgraded laundromats, and re-use of the historic home on the northeast corner of the intersection.

The first step toward accomplishing this goal should be an economic analysis and development strategy. This analysis must be conducted with widespread community and property/business owner input. The outcome of the strategy would be a set of actions which work to accomplish the ultimate goal of creating a vital, attractive and pedestrian/bicycle friendly retail and commercial node at



Locator Map.
William and 24th-McLaughlin.

William and 24th-McLaughlin.

The following are key elements to include in the Strategy:

- Design of street-facing shops and building entrances,
- street trees,
- pedestrian-scale lighting,
- improved sidewalks, and
- other means of encouraging pedestrian activity.

To accomplish this vision, the Strategy should explore incentives for property owners, including:

- no front setback requirement where storefronts face William,
- consider upper-story projections into street rights-of-way,
- consider a reduction in required on-site parking, if determined to be feasible without creating an adverse impact to surrounding neighborhoods,
- provide funding assistance, and
- hold regular workshops for retailers on key topics (e.g. how to make effective displays, ways to increase nighttime activity & security, how to reduce shoplifting, etc.).

The Strategy should also include actions for coordinated maintenance and marketing of the area, through:

- regular sidewalk cleaning, upkeep of street furniture, and tree maintenance;
- “co-branding” and coordinated advertising & events (e.g. banner signage, ethnic festivals, etc.), and
- recruitment and retention of appropriate tenants to enhance the corridor as a neighborhood shopping destination.

Finally, the Strategy should make recommendations about how to create linkages to surrounding residential and open spaces through:

- Investigating opportunities for developing new housing along the Rail-to-Trail area along the former Railroad right-of-way.
- Creating mini-plazas and a gateway, where the Rail-to-Trail Greenway crosses 24th Street, including seating, special lighting, landscaping, and trail signage.

Action Steps

- a) Create an Economic Development Strategy for the William and 24th-McLaughlin node.
 - Identify funding for the Strategy development.
 - Hire a consultant to lead this effort.
 - Begin regular meetings among merchants, landowners, neighbors and City agencies on the future of this area, especially its character and potential for economic development.

Costs: Staff costs, absorbed in City budget

Timing: Immediate

Responsibility: **SJ Redevelopment Agency**, Planning
- b) Conduct economic feasibility study to confirm viability of desired uses.

Costs: \$35,000 to \$40,000

Timing: Immediate

Responsibility: **SJ Redevelopment Agency**, Planning, Office of Economic Development
- c) Outreach to local property and business owners to elicit input and create partnerships for working toward implementation of the strategy.

Costs: Staff costs, absorbed in City budget

Timing: Short-term

Responsibility: **SJ Redevelopment Agency**, PRNS, Planning, community members, property owners.
- d) Amend the General Plan and zoning to allow for Mixed-Use development and other desired uses.

Costs: Staff costs, absorbed in City budget

Timing: Short-term

Responsibility: **PBCE (Planning)**, property owners.
- e) Maintain highest level of code compliance and crime enforcement in this area, and in the abutting Railroad right-of-way.

Costs: Staff costs, absorbed in City budget

Timing: Immediate and on-going

Responsibility: **PBCE (Code Enforcement)**, Police, and community members.

Priority 2. Improve the McLaughlin Streetscape and Make Pedestrian Improvements.



Locator Map.
McLaughlin, from William to I-280.

Issue.

McLaughlin Avenue (while designated as a Local Street in San José’s General Plan) carries significant through auto traffic. This portion of McLaughlin Avenue (from William to I-280) serves as both an important pedestrian path and an important “gateway” from the south. With McKinley School to the west of McLaughlin, and many students living to the east, pedestrian crossings in this portion are frequent, particularly by children. Furthermore, the areas to the east of McLaughlin are the most park-deficient areas of the Five Wounds/Brookwood Terrace area. Therefore, many people living in this area would appreciate better access to the park and recreation resources located to the west including Martin Park tot lot, McKinley Neighborhood Center, Olinder Center, Northside Theater, and Selma Olinder Park. The fact that many pedestrians use McLaughlin and must cross McLaughlin to reach community resources is complicated by the fact that McLaughlin’s travel lanes are wide. This width allows cars to travel at speeds higher than would likely be the case with narrower lanes.

Discussion.

McLaughlin, between William Street and I-280, is a well-used, multi-modal street. Heavily used by pedestrians, within the past couple of years sidewalks have been installed along McLaughlin in response to community demand. In addition, there are currently three traffic signals (with crosswalks) on this stretch of McLaughlin between William Street and I-280 that allow for controlled pedestrian crossings. These are located at William Street, Spiro Drive and Melbourne Avenue. The signal at Spiro was installed as part of the sidewalk completion project. VTA bus route #72 has several stops along this section of McLaughlin. Bike lanes are planned to be installed on this section of McLaughlin in the future.

The community’s vision for enhancing the pedestrian nature of this street includes incorporating pedestrian safety features and using extensive landscaping to slow traffic and beautify the streetscape. Specifically this includes creating spaces for street trees between the sidewalk and the street. Also recommended are reducing pedestrian crossing distances through the use of “bulb-outs” at select intersections. Through these improvements, McLaughlin will

more closely resemble 24th Street, which is the same street but changes name north of Williams. In fact, re-naming McLaughlin as 24th Street (north of I-280) should be considered to reflect its connection with the larger community and to distinguish it from the other lengths of McLaughlin which are intended to function as a major north-south arterial.

In addition to those elements, the community would like further pedestrian improvements for children and parents crossing McLaughlin to attend McKinley School. Three intersections with McLaughlin are relevant: Spiro, Appian, and Melbourne. Of these, Melbourne was already signalized. In response to these community concerns, the City's Department of Transportation (DOT) conducted a traffic study of these intersections. This study, which included traffic counts and field observation of pedestrians during a normal school day, recommended an additional traffic signal at Spiro. After the installation of the signal at Spiro, many children and parents continued to cross at Appian. To discourage this, the DOT recently added pedestrian barricades at Appian to direct pedestrians to Spiro or Melbourne.

Many community members still prefer to cross McLaughlin at Appian because this intersection is along the shortest path to McKinley School from many parts of the Bonita neighborhood. Given McLaughlin's General Plan status of a Local Street, pedestrian safety and convenience should receive higher priority than moving traffic. It is the City's standard practice to review traffic studies after two years. Therefore, this Plan recommends that, as part of this two-year review, or sooner, all three intersections be reconsidered in light of the impacts of the new signal on local traffic and pedestrian patterns, and with special attention to accommodating a more protected pedestrian crossing at Appian.

In addition to the proposed physical and operational improvements to the sidewalks, street and intersections, City staff should continue to work with the Franklin McKinley school to find means to promote safety for children crossing McLaughlin, such as the continued use of crossing guards.

Action Steps

- a) Work with community to develop a comprehensive plan for new curbing, landscaping, universal access, and bus stop relocation, based on schematic designs contained in this document.
 Costs: Staff costs, absorbed in City budget
 Timing: Immediate
 Responsibility: **Department of Transportation (Planning), VTA**

- b) Conduct follow-up study of McLaughlin between Melbourne and Spiro to assess impacts of new signal at Spiro and address on-going need for pedestrian improvements.
 Costs: Staff costs, absorbed in City budget
 Timing: Short-term (0-3 years)
 Responsibility: **Department of Transportation**

- c) Identify funding sources for these improvements.
 Costs: Staff costs, absorbed in City budget
 Timing: Short-term
 Responsibility: **DOT, SJRA**

- d) Construct improvements.

Costs:	\$1,000,000	Construction
	\$50,000	Construction Contingency
	\$175,000	Consultant Design and Design Management
	\$75,000	Construction Management and Inspection
	\$1,300,000	Total Budget

 Timing: Medium-term
 Responsibility: **DPW, DOT**

- e) Investigate the feasibility of renaming McLaughlin to 24th Street, to create continuity between neighborhoods, and to “announce” 24th Street (and its connection to East Santa Clara retail) on Interstate 280.
 Costs: Staff costs, absorbed in City budget
 Timing: Immediate
 Responsibility: **PBCE (Planning)**

Priority 3. Improve Traffic and Pedestrian Flow and Control at 33rd and McKee.

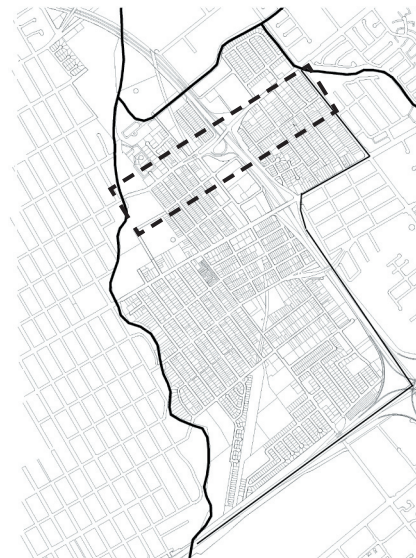
Issue.

For McKee Road near Highway 101 and 33rd Street, high traffic volumes, merging between lanes, uncontrolled left turns, and vehicle speeds contribute to the creation of difficult conditions at this intersection that can feel chaotic to those trying to navigate through the area whether by vehicle or on foot. These conditions are of special concern because many young children who attend Anne Darling Elementary School, located at the corner of McKee and 33rd, use this overcrossing on their way to and from school.

Discussion.

The vehicle and pedestrian operations at this intersection have been the focus of much NAC and neighborhood association work over the past year. Heavy auto traffic at this intersection as well as concerns about the safety of children walking to school have been of primary interest. In response to community concerns, the Department of Transportation has improved traffic operations at 33rd and McKee through a series of short-term actions such as signal phasing and signs which indicate circumstances under which left turns are not allowed. In addition, the Little Portugal North Neighborhood has worked with the Department of Transportation to introduce NASCOP (Neighborhood Automated Speed Compliance Program) and the installation of additional stop signs along 33rd Street as an additional strategy for slowing traffic in the neighborhoods adjoining this intersection. The Department of Transportation has also been working with CalTrans to design and install additional safety features for children using the narrow sidewalks on the overcrossing. Additionally, the City and Anne Darling School administration have been engaged in a “School Access Study” which will result in a set of recommendations pertaining to traffic and pedestrian operations on school grounds and the streets immediately surrounding the school. Further effort is needed in order to create a long-term solution to the myriad of issues in this vicinity.

The Department of Transportation has created a set of preliminary roadway improvement plans. These improvements include installing a traffic signal that allows protected left turns on 33rd Street and separates the northbound and



Locator Map.

33rd and McKee Pedestrian and Traffic Improvements.

southbound movements by “splitting” the signal phases. In addition the design includes the installation of a median island on McKee Road to provide pedestrian refuge and improve traffic circulation. Construction of the median island would require property acquisition. It should be noted that community members have expressed a strong interest in maintaining McKee as a four lane road as opposed to the potential expansion to six lanes which is currently in the long range plan for this road.

Action Steps

- a) Maintain the use of crossing guards during peak student use to increase safety.
Costs: Staff costs, absorbed in City budget
Timing: On-going
Responsibility: **Police**, DOT, San José Unified School District, SJRS
- b) Separate northbound and southbound movement on 33rd. Include split phasing signal and possible removal of west crosswalk at McKee.
Costs: \$25,000
Timing: Short-term
Responsibility: **DOT**, SJRA (will require right of way acquisition)
- c) Work with community to design longer-term improvements to the intersection, including putting additional emphasis on pedestrian safety and convenience.
Costs: Staff time, \$60,000
Timing: Short-term
Responsibility: **DOT**, SJRA (will require right of way acquisition)
- d) Acquire property required to make space for median island on McKee Road. This requires partial property acquisition on McKee Road from Anne Darling School, Food Bowl, Gas and Shop and the old Arco Station.
Costs: Unknown at this time
Timing: Short to Medium-term
Responsibility: **DPW**, DOT, SJRA (will require right of way acquisition)

- e) Install concrete median island, new traffic signal, and split phasing signal on McKee Road.

Costs: \$525,000 - \$2,000,000 depending on final design

Timing: Medium-term

Responsibility: DOT

- f) Acquire property on 33rd Street from Gas and Shop and old Arco Station to accommodate new traffic signal and left turn lanes on 33rd Street.

Costs: To be determined

Timing: Short to Medium-term

Responsibility: DPW, DOT

- g) Install new traffic signal and left turn lanes on 33rd for northbound and southbound movements. This requires property acquisition on 33rd Street from Gas and Shop and the old Arco Station.

Costs: To be determined

Timing: Medium-term

Responsibility: DOT, DPW

Priority 4. Improve and/or Redevelop Existing Retail Sites at McKee and 33rd.



Locator Map.
McKee and 33rd Redevelopment Area.

Issue:

The McKee Shopping Center (Food Bowl is a main tenant) is an aging shopping center, plagued by complaints from nearby residents. Areas of concern are the poor physical condition of the center, alleged illicit activity, poor walking environments, and retail that does not appeal to or serve the surrounding neighborhoods. Community members envision this shopping center becoming an asset to the community in the future.

Discussion:

The McKee Shopping Center is a sizable parcel under one ownership. Potentially, this could make the creation of a strategy and implementation of improvements far less complicated than if the site had multiple owners. Through major renovation and/or redevelopment, it is possible that improvements could incorporate more attractive and street-facing architecture with more “curb appeal” than the buildings currently on the site. In addition, new uses geared toward meeting the needs of local residents is desired. A strategy for improving the center should seek to incorporate the following elements;

- attractive building fronts,
- upper-story housing or office,
- landscaping along streets and in parking lots,
- new retail facing 33rd Street,
- minimize setback where storefronts meet streets, and
- mitigation of nuisances associated with loading and refuse disposal.

Preliminary ideas from community members include:

- Introduce a new market (Safeway, Albertson’s type, maybe a PW Market or something smaller).
- Beautify the site and incorporate landscaping (street/curb appeal from McKee and 33rd).
- Design better buffers (landscaping etc.) between businesses and the neighborhood behind.
- Convert Anne Darling Drive into a “real” street (between Walgreen’s and Food Bowl site).
- Improve on-site parking and traffic circulation.

- Restrict hours of operation (no businesses should be open after 10pm).
- Forbid drive-thru restaurants where possible.
- Encourage businesses to be clean and act as good neighbors to adjacent residential and school uses.
- Promote pedestrian and bicycle friendly retail areas.
- Improve lighting.
- Develop a neighborhood service center and daycare facility.

Action Steps:

- a) Maintain highest level of code compliance and crime enforcement to abate nuisance activities and conditions at the McKee Shopping Center.
 Costs: Staff costs, absorbed in City budget
 Timing: Immediate and on-going.
 Responsible Parties: **PBCE (Code Enforcement)**, Police, City Attorney's office, community members (report problems)
- b) Conduct a series of meetings among merchants, landowners, neighbors and City agencies to build the foundation for a comprehensive improvement strategy especially for the McKee Shopping Center.
 Costs: Staff costs, absorbed in City budget
 Timing: Immediate-term.
 Responsible Parties: **SJRA, PRNS (Neighborhood Services)**, PBCE (Planning), community members, property owners
- c) Create a comprehensive strategy for the McKee Shopping Center site, which may include redevelopment and/or intensification of all or portions of the site.
 Costs: First year - \$25,000
 Timing: Short-term
 Responsible Parties: **SJRA**, PBCE (Planning), community members, property owners
- d) Implement Strategy recommendations.)
 Costs: To be determined
 Timing: Medium-term.
 Responsible Parties: **SJRA**, PBCE (Planning), community members, property owners

Priority 5. Complete Selma Olinder Park

Issue.

The Parks division and local community members went through an intensive effort to create a master plan for Selma Olinder Park. Adopted by the City Council in May of 2001, funding is not yet available for the full implementation of the approved master plan.

Discussion.

Selma Olinder Park is an 18+ acre piece of land between Olinder Elementary School and Coyote Creek, south of William Street. The local community has been very eager to see this now underutilized piece of land developed as a full-scale neighborhood park. Among the features designed into the masterplan are ball fields, tennis courts, and trails (see attached masterplan diagram and outlined phases listed below). Developing this park would allow uses such as little league to be introduced into this site.



Locator Map.
Selma Olinder Park.

Selma Olinder Park List of Features (not intended to represent a firm order for installation):

- Trail and Creek Edge (footpaths)
- Softball field and Trail Finalization
(renovated field, path lighting, benches, trash receptacles)
- Tennis and Picnic Area
(courts/fencing, restroom/storage building, benches, shelter, tables)
- Open Lawn Area
(turf, street trees along Woodborough Place)
- School Ball Field/Play Area
(renovated field, relocated and updated play area with fencing)

Action Steps

- a) Identify funding for constructing Park, including all Master Plan features
Costs: Staff costs absorbed in City budget, and volunteer time
Timing: Immediate
Responsible Parties: **PRNS (Parks and Neighborhood Services)** and community

- b) Construct Trail and Creek Edge.
Costs: \$689,500
Timing: Immediate to Short-term
Responsible Parties: **PRNS, DPW**
- c) Construct Softball field and trail finalization.
Costs: \$968,400
Timing: Immediate to Short-term
Responsible Parties: **PRNS, DPW**
- d) Construct Tennis and Picnic Area.
Costs: \$528,700
Timing: Immediate to Short-term
Responsible Parties: **PRNS, DPW**
- e) Install Open Lawn Area.
Costs: \$402,100
Timing: Immediate to Short-term
Responsible Parties: **PRNS, DPW**
- f) Install School Ball Field/Play Area.
Costs: \$849,300
Timing: Immediate to Short-term
Responsible Parties: **PRNS, DPW**

Priority 6. Improve William Street Pedestrian Environment and Streetscape.

Issue.

William Street is the physical border between many residential neighborhoods to the north and community resources to the south, including Olinder Elementary School, the Olinder Center, Northside Theater, and Selma Olinder Park. Many children and other residents walk along and cross William to access these community resources, including some local residents who rely on the use of wheelchairs for mobility. In addition, the future Rail-to-Trail is envisioned to cross William and it is hoped that residents will be drawn along William Street to the future redesigned commercial node at William and 24th-McLaughlin (see top priority #1).



Locator Map.

William Street from Coyote Creek to McLaughlin-24th.

Discussion.

Physical improvements can potentially make William Street more convenient and attractive for pedestrians and bicyclists, while still allowing traffic to flow through this area. As a minimal step, curb-cuts should be created at every intersection to allow access for people using wheelchairs. Next to Olinder Elementary School and residential blocks, bulb-outs should reduce pedestrian crossing distances at intersections and reduce vehicle speeds. Next to commercial and future mixed uses near 24th-McLaughlin, William Street should help encourage a “main street” shopping experience. Street trees, on-street parking, and enhanced sidewalks should support new, street-facing storefronts. Where the future Rail-to-Trail crosses William, a larger bulb-out can be combined with special lighting and landscaping to create a “gateway” and plaza between the residential neighborhoods and neighborhood shopping area. (see illustrations on pages IV-5 to 9)) New plantings and street trees should be incorporated into the bulb-outs to both improve the neighborhood appearance and to enhance the perception of a narrowed space, which encourages slower driving.

“Main-Street” elements should include street trees, pedestrian-scale lighting, improved sidewalks, seating, special paving and street facing retail.

New “main-street” elements can be incorporated in and/or coordinated with new development adjacent to railroad right-of-way and remodel or redevelopment projects in the William/24th commercial node.

Create a “gateway” indicating a transition from the residential area to the shopping area through landscaping, lighting, and signage. Public places should include seating, landscaping, and amenities to be determined through public engagement.

Action Steps

- a) Install curb-cuts at each intersection along William Street.
 Costs: \$6,000 per intersection
 Timing: Short-term
 Responsible Parties: **DPW**

- b) Install sidewalk bulb-outs at Brookwood Drive, 19th Street and 21st Street.

Costs:	\$25,000	Project Development
	\$100,000	Design
	\$20,000	Bid and Award
	\$780,000	Project Construction
	\$925,000	Total Budget

 Timing: Medium-term
 Responsible Parties: **DOT, DPW**

- c) Design “main-street” elements between 24th Street and U.P.R.R. right-of-way.
 Costs: To be determined
 Timing: Short-term
 Responsible Parties: **SJRA**, Planning, Private Developers,

- d) Install “main-street” elements.
 Costs: To be determined
 Timing: Short to Medium-term
 Responsible Parties: **SJRA**, DOT, DPW

- e) Install bulb-outs to reduce pedestrian crossing distances for the Rail-to-Trail.
 Costs: To be determined
 Timing: Short to Medium-term
 Responsible Parties: **SJRA**, PRNS, Planning

- f) Install pocket parks, plazas and other “gateway” features where the Rail-to-Trail meets 24th Street.
 Costs: To be determined
 Timing: Medium to Long-Term
 Responsible Parties: **SJRA**, Planning, PRNS.

Priority 7. Complete the Coyote Creek Trail between Kelley Park and Highway 101.



Locator Map.
Coyote Creek Trail.

Issue.

There is significant community interest in extending the Coyote Creek Trail from Kelley Park to Watson Park through Selma Olinder and Roosevelt Parks as well as San José Academy. As such, the Parks division has demarcated this as a trail for future development. However, the feasibility of a creekside trail through some of the residential portions of the creek system and the securing of funding to create the trail are two challenges that need to be addressed in order for this trail to become a reality.

Discussion.

Many residents of the Five Wounds/Brookwood Terrace area view Coyote Creek as a potential asset and valued natural feature in their area. However, in its current condition, the creek is subject to dumping and at least in perception, cut-off from public access and enjoyment. The creation of a creekside trail, where possible, would create a link between the creek and the community. This could help to build stewardship for the long-term maintenance of the creek. In addition, the completion of the trail would create a valuable recreational asset drawing walkers, bicyclists and others to explore the waterway from south of Kelley Park to Highway 101– thereby connecting several major parks and recreational facilities, as well as several communities.

Several Strong Neighborhoods Initiative areas have identified the completion of the Coyote Creek Trail as a high priority item in their Neighborhood Improvement Plans. PRNS has been working on other segments of the trail but has faced a particular challenge in the portion of the creek extending from William Street to East Santa Clara Street as numerous residential lots back right up to the creek along this stretch.

In order to examine alternative routes and to help reach a community consensus on how to proceed, Cindy Chavez in partnership with *Walk San José* and Rail-to-Trail applied for and received \$144,000 in funds to examine the routing issue. The City will use those funds to begin a community based planning process in the fall of 2002. Possible alignments in the area of concern include the following routes:

- residential streets such as 19th, 20th or 21st.
- soon-to-be abandoned Railroad right-of-way.
- residential streets to the west of the creek.

Once the issue of what alignment to follow is resolved, the next steps will include designing a masterplan, obtaining funds to install improvements, and completing construction on the trail.

Action Steps:

- a) Study possible alignments, especially to address constrained areas between William and East Santa Clara Streets.
Costs: \$54,000 (funding already obtained)
Timing: Immediate
Responsible Parties: **PRNS (Parks division)**, SCVWD
- b) Solicit community input on a final decision for the preferred alignment.
Costs: Staff costs, absorbed in City budget
Timing: Short-term
Responsible Parties: **PRNS (Parks and Neighborhood Services divisions)**
- c) Complete a masterplan for completion of the Coyote Creek Trail from Kelley Park to Highway 101.
Costs: \$200,000 - \$250,000
Timing: Short-term
Responsible Parties: **PRNS (Parks division)**, SCVWD
- d) Obtain funding for completion of the trail.
Costs: Staff costs, absorbed in City budget
Timing: Short/Medium-term
Responsible Parties: **PRNS (Parks division)** with assistance from community and other stakeholders
- e) Construct improvements.
Costs: \$1,600,000 - \$2,000,000, plus potential land acquisition costs depending on alignment.
Timing: Medium-term
Responsible Parties: **DPW**

Priority 8. Expand Housing Rehabilitation Programs and Outreach.

Issue.

Community members have identified the need for improving the existing housing stock as an important element of beautifying the residential areas. This applies to single family homes as well as multi-family apartment buildings.

Acknowledging that financial assistance and incentives may be necessary to encourage rehabilitation/improvement efforts, there is a desire to expand existing programs to help meet this need.

Discussion.

Current programs target structural repairs and exterior enhancements of residential buildings, for health, safety, affordability, and appearance. City programs for the rehabilitation of blighted properties should be vigorously promoted. In addition, many street-facing facades are relatively blank, with few windows and entries. Methods should also be developed to encourage additional windows and entries, and to encourage the improvement and use of street-facing yards to bring life to the street.

In general, the existing City program covers health and safety repairs which include:

- plumbing and electrical repairs;
- kitchen and bathroom fixture replacement;
- water heater and furnace replacement; and
- roof replacement.

Under the new program, grants would be available to help fund exterior building and site improvements to the exterior of buildings (thereby enhancing the appearance of the overall neighborhood). Some examples include:

- exterior painting;
- roof replacement;
- hardscape repairs, including walkways and driveways;
- landscaping and irrigation installation;
- fencing repairs and replacement; and
- front door replacement.

Action Steps

- a) Streamline the process of acquiring home improvement grants and loans.
Costs: None
Timing: September 2002
Responsible Parties: **Housing Department**
- b) Widely advertise grants for exterior repainting of existing housing for both owner occupied and rental properties.
Costs: \$1,687,500 for grants available (all SNI neighborhoods)
Timing: Available immediately
Responsible Parties: Housing Department
- c) Establish grants for up to \$25,000 for comprehensive exterior improvements for both owner occupied and rental properties.
Costs: \$3,500,000 for grants available (all SNI neighborhoods)
Timing: September 2002
Responsible Parties: Housing Department
- d) Expand marketing of loans and grants for owner occupied properties and loans for rental properties for interior health and safety repairs.
Costs: \$4,650,000 available for loans and grants (all SNI neighborhoods)
Timing: Available immediately
Responsible Parties: **Housing Department**
- e) To achieve more “eyes on the street” and a safer pedestrian environment, explore the creation of loan or grant programs specifically for adding street-facing windows and entries.
Costs: Staff costs, absorbed in City budget
Timing: Medium-term
Responsible Parties: **Housing Department**
- f) Encourage common property management for clusters of four-plexes in the Jeanne/Forestdale area and along Appian Lane.
Costs: Staff costs, absorbed in City budget
Timing: short to on-going
Responsible Parties: **PBCE (Project Blossom), SJRA, Property Owners, Housing Department, PRNS, City Attorney**



Locator Map.
East Santa Clara-Alum Rock Corridor.

Priority 9. Create an East Santa Clara - Alum Rock Parking Strategy.

Issue.

The current development pattern along East Santa Clara and Alum Rock has limited parking capacity for existing businesses. Given community desires for a renewed business district and shared community/City goals of intensifying uses along this future Light Rail transit corridor, a comprehensive parking strategy is needed so that existing merchants will be supported and the development of new uses will be facilitated.

Discussion.

The East Santa Clara - Alum Rock corridor represents the commercial “backbone” of the surrounding community, in terms of retail activity, community life and unique urban amenities. A pedestrian-friendly continuum of shops and other active uses is desired by the community, as is the continued economic health of area merchants. To support a “main street” with vitality, sufficient parking must be provided in convenient locations. Comprehensive solutions to parking demands is further necessitated by small parcel sizes and the potential displacement of on-street parking due to planned Light Rail improvements. In the future, programs may need to be implemented to favor short-term patrons of area merchants, over long-term transit-user parking.

Establish construction protocols that “fast-track” construction of Light Rail and minimize its impact on small businesses (e.g. through careful phasing of construction or through direct assistance). Prior to construction, parking lots should be installed to replace lots on street spaces.

One type of solution, other than the construction of public parking garages, may be to encourage the establishment of shared parking lots and circulation easements across adjacent properties, particularly behind buildings that front the main commercial corridor. Lighting, building windows, and other design elements should be used to maintain security along these service lanes. Opportunities to obtain cross easements, such as with development permits or rehabilitation loans and grants, should not be missed.

Action Steps

- a) Create a comprehensive parking strategy to assure sufficient parking to adequately support commercial and residential uses along the East Santa Clara - Alum Rock corridor.
Costs: \$40,000
Timing: Immediate to Long-term
Responsible Parties: **SJRA**, Planning
- b) Identify funding for development of the Strategy.
Costs: Staff costs, absorbed in City budget
Timing: Immediate to Long-term
Responsible Parties: **SJRA**
- c) Work with VTA's Downtown/East Valley Light Rail project to:
 - keep loss of on-street parking to an absolute minimum;
 - encourage a greater than 1:1 replacement for lost on-street parking; and
 - give preference to locations that might be developed in the future with structured parking (i.e. with a dimension of at least 120' by 120').
 Costs: Staff costs, absorbed in City budget
Timing: Immediate to Long-term
Responsible Parties: **SJRA, Planning, DOT (Planning)**, VTA
- d) Establish Light Rail construction protocols that minimize impacts on small businesses, including the installation of new parking lots prior to construction.
Costs: Staff costs and VTA consultant costs
Timing: Immediate to Long-term
Responsible Parties: **VTA, DOT (Planning)**, DPW
- e) Develop mechanisms for delivery of public parking in multi-level garages.
Costs: Staff costs, absorbed in City budget
Timing: Immediate to Long-term
Responsible Parties: **SJRA**, Planning
- f) Establish parking lot and circulation easements across adjacent properties.
Costs: Staff costs, absorbed in City budget
Timing: Immediate to Long-term
Responsible Parties: Property Owners, Planning

Priority 10. Increase Opportunities for Youth and Teen Activities.

Issue.

There is a sentiment among community members that more activities are needed for area youth and teens.

Discussion:

In order to evaluate the actual need for additional programs, a programs and services inventory was compiled. Information gathered through students, school administrators, community-based organizations and City of San José staff concluded that currently there are a great deal of youth programs offered through a variety of community resources. These include programs offered by community-based organizations, local schools, and City-sponsored recreation programs.

Based on the findings of the inventory (see Appendix VII for report), this Top Ten item identifies a series of action steps to address:

- marketing/outreach of existing programs;
- expansion of service availability; and
- overall improvement to the youth programs.

This item emphasizes building upon existing resources to achieve the overall objective. For example, schools and community-based organizations are important partners who have already begun to respond to this community priority by pursuing additional funding for their programs with support from City staff and residents. Other ideas are described below.

Marketing/Outreach

- There are various marketing efforts in place such as the *City of San José District 3 Recreation Guide* (published quarterly), neighborhood association newsletters and other community bulletins that can be built upon.

Expansion of Service Availability

- Some programs are fee-based and subsidies are needed to allow all children to participate. Staff and community members should work together with local schools to attract additional funding that will allow access to programs and activities. (Possible partnerships include CityYear, The

CORAL Foundation, Children and Families First Commission, and Families and Schools Together (FAST) programs.)

- Volunteers were identified as key assets who can help expand programs and hours of operation. In addition to encouraging residents and individuals to participate in a volunteer program, programs should coordinate with volunteer clearing houses such as Volunteer Exchange, the California Retired Teachers Association, CompuMentor, and other non-profit agencies.
- Roosevelt Community Center is a key asset for this community. Therefore, its expansion should be pursued and supported.

Overall Improvement to Youth Programs

One Key is to create measures of success to evaluate programs. Some suggestions by the subcommittee of indicators to measure include:

- Children, youth and families feel connected to their schools and communities and live, play and work in safe neighborhoods and schools.
- Expansion of youth activities should be aimed at building a stronger connection between families and quality of life issues.
- Families are strong and encourage the healthy development of children.
- Youth are prepared for success in school and choose healthy behaviors.
- Teenagers have a sense of purpose and graduate from high school with a plan for higher education or career preparation.

Action Steps

Marketing/Outreach

1. Improve awareness of programs by aggressively marketing the *District 3 Recreation Guide* and using neighborhood association and school newsletters to alert residents to upcoming activities.

Costs: Staff time plus additional costs of approximately \$15,000

Timing: On-going

Responsible Parties: **PRNS**

Expansion of Service Availability/Addition of Programs

2. Coordinate expansion of Roosevelt Park Community Center (through Measure P funds) with San José High Academy plans to expand and improve athletic fields to ensure that the designs complement one another and allow for maximum benefit and use by the community.
Costs: Staff costs, absorbed in City budget
Timing: Short to Medium-term
Responsible Parties: **PRNS**
3. Expand weekend sport activities at local schools, parks and community centers that accommodate multiple age and skill levels.
Costs: Staff costs, absorbed in City budget
Timing: Short to Medium
Responsible Parties: PRNS, Community members
4. City staff should partner with neighborhood associations to apply for grants that will introduce inner-city games and leagues into the community.
Costs: Staff costs, absorbed in City budget
Timing: Short to Medium-term
Responsible Parties: **PRNS, Community members**
5. Offer concurrent programs for parents and families.
Costs: Staff costs, absorbed in City budget
Timing: On-going
Responsible Parties: **PRNS, School Districts, Community-based organizations**
6. Create grants and scholarship funding to allow all kids access to fee-based youth activities.
Costs: Staff costs, absorbed in City budget
Timing: Short-term
Responsible Parties: **PRNS, Community members, San José Unified School District, Franklin-McKinley School District.**

7. Recruit and embrace volunteers to expand and enrich programs.

Costs: Staff costs, absorbed in City budget

Timing: On-going

Responsible Parties: **PRNS, School Districts, Community-based organizations**

Improvements to Existing Programs

Create a mechanism for measuring the success and accessibility of the youth programs and activities.

Costs: Staff costs, absorbed in City budget

Timing: Short-term

Responsible Parties: **PRNS, School Districts, Community-based organizations**

3. ON-DECK

The following actions were among the “finalists” for the community, but do not call for immediate action. They should be considered and implemented as opportunities arise.

Items 12-14 represent issues that the City and community alone will be unable to accomplish in the near term because they hinge on long-range transit capital improvement projects (namely Light Rail/Street Car and BART).

Priority 11. Develop a Program, and a pilot project for the Five Wounds/Brookwood Terrace Area for Putting Utilities Underground.

Issue.

Overhead utilities create visual clutter in most parts of the planning area, and should be undergrounded as opportunities arise.

Discussion.

A focused “demonstration” project should be initiated, possibly in association with other top priorities.

Action Steps

- a) Initiate a process that will identify and define a demonstration project area taking into consideration the following conditions: A minimum project area should be approximately 300 linear feet, at a cost of approximately \$1000 per linear foot.
- b) Develop a demo project in a selected portion of the neighborhood to encourage short term results of the undergrounding of utilities.

Priority 12. Create a Town Square near Five Wounds Church.

Issue.

Anticipating the redevelopment of lands along 28th Street between East Santa Clara and Julian, the community was asked to create a vision for the future development of this area. One of the key community concerns was that new development in this area should complement the adjacent historic landmark, Five Wounds Church. Additionally, this was seen as a key opportunity to support the community's vision for "small town" San José by creating an attractive, functional community gathering space.

Discussion.

The community has expressed a strong desire to have a great public space near the heart of Five Wounds /Brookwood Terrace. BART improvements and redevelopment of the San José Steel site may provide an important vehicle for realizing this dream. The Town Square would contain inviting places to meet and greet neighbors, as well as having the capacity to accommodate small performances and festivals. The Town Square would be punctuated with fountains, lawns, seating, and gardens. Mixed-Use development, with active storefronts should surround this important open space. Conversely, features of the Town Square should be compatible with surrounding uses, especially Five Wounds Church.

The Community should be involved in the programming and design of the park, and the park should integrate the concerns and future needs of abutting property owners and key agencies. The Neighborhood Improvement Plan calls for the design of the Town Square to offer the following:

- a place to gather and participate in festivals and cultural events;
- opportunities to sit and meet neighbors;
- bandstand;
- a "tot-lot" to provide for the proposed increased residential population,



Locator Map.

Site for new Town Square near Five Wounds Church.

- new transit facilities to coordinate bus transfers with the new BART station, and
- provisions for on-going maintenance and stewardship.

In terms of making the Town Square a reality, the community and City staff should seek to leverage future actions through a comprehensive strategic Station-Area Plan that details community objectives, integrates multiple concerns within a “master plan,” clarifies priorities, and provides for:

- identifying marketable development elements that are consistent with the community’s vision for the area (e.g. 3-stories adjacent to residential areas, 8-stories office or residential near the freeway, and retail, entertainment, hotel, and cultural uses facing the Town Square);
- the financing of public facilities - especially the provision of the Town Square; and
- the eventual maintenance of future open space included in the plan.

As part of this process, staff needs to initiate regular meetings with key property owners (Honore family, Catholic Archdiocese of San José, Five Wounds Church, Portuguese Band of San José Hall, Della Maggiore Tile Incorporated), agencies (VTA, DOT, RDA, SJRA, Planning) and community members, on the future of the San José Steel area and the community’s strong desire to create a Town Square that offers places for passive recreation and gathering, and is surrounded by active uses such as retail shops, restaurants, entertainment, and social clubs.

Action Steps

- a) Initiate a General Plan Amendment reflective of the community’s vision for this area.
- b) Develop a Master Plan for the “station area”, including the Town Square.
- c) Develop a design for the Town Square (approx. 1 acre) and associated civic uses.
- d) Initiate regular meetings with the owners of property within the “ San José Steel” area to discuss and resolve issues related to the future of this area.
- e) Encourage the Catholic Archdiocese of San José to locate public “mission” uses (e.g. day care, health clinics, etc.) in new buildings on the Five Wounds site facing the Town Square.

Priority 13. Redevelop the “San José Steel” Area as a New Transit-Oriented, Mixed-Use Urban Center.

Issue.

Anticipating the redevelopment of lands along 28th Street between East Santa Clara and Julian, the community was asked to create a vision for the future development of this area. One of the key community concerns was that new development in this area should complement the adjacent historic landmark, Five Wounds Church. In addition, the community/City share goals for this key transit-oriented development site to attract new uses which will complement the Town Square and the potential future BART station.

Discussion.

Industrial lands that once benefited from access to the Union Pacific Railroad will give way to a mix of vibrant uses consistent with the community’s aspirations for pedestrian-oriented vitality and transit-supportive development. Active ground-floor storefronts should surround the Town Square and draw pedestrians north from East Santa Clara Street. Upper-story uses should broaden housing opportunities near regional transit. Upper-story office space should take advantage of regional access and visibility, and help strengthen the area’s tax base. Development should be of an appropriate height and character, especially as it approaches Five Wounds Church, Five Wounds Elementary School, the Irmandade de Espirito Santo (IES) Portuguese Hall, and the Roosevelt Neighborhood.

When considering uses at this location, parking standards should be reviewed to incorporate the real benefits of:

- transit use;
- the availability of destinations on-foot;
- the household size typical in this highly urban environment; and
- opportunities for shared parking among different uses.

On the same note, extensive community input should accompany any inclusion of day-long parking for “park-n-ride” commuters within this site.



Locator Map.
Existing San José Steel Area.

In terms of implementation of these ideas, staff and community members should seek to leverage future actions through a comprehensive strategic station-area plan that details community objectives, integrates multiple concerns within a “master plan,” and clarifies priorities. The plan shall:

- identify marketable development elements that are consistent with the community’s vision for the area. (This vision includes: 5-stories adjacent to Five Wounds Church and Elementary School, 8-stories office or residential near the freeway, retail, entertainment, hotel, housing and cultural uses facing the Town Square);
- efficiently redevelop the Railroad right-of-way as well as abutting properties, such that 3-5 story building types result and can face toward both 27th and 28th Streets;
- establish the financing of public facilities – especially the provision of the Town Square; and
- develop standards and zoning consistent with project objectives.

Development of this station area plan should include regular meeting with key property owners (Honore family, Catholic Archdiocese of San José, Five Wounds Church, Five Wounds Elementary School, the Irmandade de Espirito (IES) Portuguese Hall, Della Maggiore Tile Incorporated and Portuguese Band of San José Hall), agencies (VTA, DOT, RDA, SJRA, Planning) and community members, on the future of the San José Steel area and the community’s strong desire to create a Town Square that offers places for passive recreation and gathering, and is surrounded by active uses such as retail shops, restaurants, entertainment, and social clubs.

Action Steps

- a) Develop a Master Plan for the “station area”, including the Town Square.
- b) Maintain and expand VTA’s community engagement efforts regarding BART and Light Rail on issues of importance, including traffic, station design, parking, and construction impacts.
- c) Initiate regular meeting with the owners of property within the “San José Steel” area to discuss and resolve issues related to the future of this area.

- d) To support local merchants, develop mechanisms for the delivery of public parking in multi-level garages.
- e) Revisit parking standards for Mixed-Use transit corridors.
- f) Encourage the Catholic Archdiocese of San José to locate public “mission” uses (e.g. day care, health clinics, etc.) in new buildings on the Five Wounds site facing the Town Square.

Priority 14. Protect and Continue the Existing Small Town Character of the East Santa Clara Alum Rock Corridor.



Locator Map.

East Santa Clara - Alum Rock Corridor.

Issue.

The Valley Transportation Authority, through an extensive community outreach process, has identified the East Santa Clara-Alum Rock corridor as a location of a future light rail/street car extension connecting downtown to areas to the east. Recognizing that construction of this key transit line will potentially have negative impacts on the existing businesses along this corridor, many of which are valued by local residents, this item reflects the desire for proactive measures to help ensure this commercial area is vital, and an asset to the community.

Discussion.

Challenges for East Santa Clara – Alum Rock are diverse. Economic concerns include support for existing merchants, the recruitment of complementary new tenants, and coordinated advertising, maintenance and festivals. Inviting pedestrian-environments are also critical for this area to compete economically, and for it to become the heart of this “small town” in San José. Ideally, parking should be considered in concert with these other factors. Attractive facades and landscaping is another overarching concern.

While East Santa Clara and Alum Rock currently support commercial, social and civic institutions that serve the local population and larger city, they are decidedly “small town” in character. This condition will be protected and enhanced by developing a Mixed-Use, pedestrian-friendly street through;

- street-facing shops and building entrances;
- beautiful streetscape with awnings, seating, lighting, and a dense canopy of trees;
- day and night social and entertainment activities;
- upper story housing and offices that frame the street and make the corridor active and safe around-the-clock;
- “gateway” features at Roosevelt Park and Five Wounds Church to indicate points of entry; and
- adequate street and lot parking to support local merchants.

All of these components are related to each other. Consequently the most effective and efficient strategy is likely to be a comprehensive planning effort, some specific actions for which are outlined below.

Included in efforts to improve the area should be a focus on how to improve existing businesses (in addition to new development). Therefore, one step should be to assess existing retail activity (e.g. business types, hours, incomes, etc..), and initiate coordinated maintenance and marketing for the area, through:

- regular sidewalk cleaning, upkeep of street furniture, and tree maintenance;
- “co-branding” and coordinated advertising & events (e.g. banner signage, ethnic festivals, etc.); and
- recruiting appropriate new tenants to enhance the corridor as a major shopping destination.

Action Steps:

- a) Work with existing business association to develop a long term economic development strategy for the East Santa Clara – Alum Rock corridor.
- b) The existing “small town” character of the East Santa Clara-Alum Rock Corridor should be enhanced by streetscape improvements and reflected in any new development that occurs or new businesses brought into the area.
- c) Continue regular meetings among merchants, landowners, neighbors and City agencies on the future of this area, especially its character and potential for economic development.
- d) Continue to coordinate and work with VTA to assist with efforts to fast track construction and to build replacement parking prior to onset of construction.
- e) Develop construction and business retention strategies for when light rail construction directly impacts local businesses (OED and SJRA).
- f) Assess existing retail activity and initiate coordinated maintenance and marketing for the area.




- g) Initiate streetscape enhancements for East Santa Clara - Alum Rock Streets, including improved pedestrian access and movement throughout the area.
- h) Provide regular workshops for retailers on key topics (e.g. how to make effective displays, ways to increase nighttime activity & security, how to reduce shoplifting, etc.).
- i) Develop patternbook of appropriate building types (with economic proformas) that builders can rely on during incremental redevelopment of the area.
- j) Provide for a high level of safety and security in the area, through increased patrols and continuing assessment and correction of unsafe conditions.

III. MATRIX OF ACTIONS

I. WALKABLE SMALL TOWN CHARACTER & CULTURE

No.	Strategy / Action	Priority	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
1 (p. VI-5)	Develop an Economic Strategy for Improving the William and 24th-McLaughlin Commercial Node. Create pedestrian-oriented “main-street” with Mixed-Use development. Eliminate perceived blight associated with existing uses. Convert industrial lands to Rail-to-Trail with associated infill housing.	TOP 10 No. 1	Short-Long	PBCE (planning) RDA PRNS OED RDA Private Developers Property Owners N’hood Assoc..	EAND TS	RDA Private \$
2 (p. VI-8)	Improve the McLaughlin Streetscape and make Pedestrian Enhancements. Install bulb-outs, crosswalks, street trees, landscaping and other improvements to enhance neighborhood character and pedestrian safety.	TOP 10 No. 2	Immediate-Short	DOT DPW Council Office	EAND TS	RDA Traffic Capital Budget MTC
3 (p. VI-11)	Improve Traffic and Pedestrian Flow and Control at 33rd and McKee. Install pedestrian safety improvements on overpasses and on-ramps, including: pedestrian-activated “red lights” at freeway on- and off-ramps, handrails or other barriers between sidewalks and travel lanes, and bulb-outs, median islands, and turning restrictions.	TOP 10 No. 3	Immediate-Short	DOT DPW Council Office	TS EAND	RDA Traffic Capital Budget Private \$ MTC
4 (p. VI-12)	Improve and/or Redevelop Existing Retail Sites at McKee and 33rd. Transform into “Boulevard” with mixed-use, three-story construction, including redevelopment of Food Bowl site and pedestrian-friendly retail.	TOP 10 No. 4	Short-Long	PBCE (planning) RDA Property Owners OED Private Developers N’hood Assoc.	EAND	RDA Private \$
5 (p. VI-18)	Improve William Street Pedestrian Environment and Streetscape. Install bulb-outs and crosswalks to improve pedestrian safety, particularly at Olinder Elementary School.	TOP 10 No. 6	Immediate-Short	DOT DPW	TS	RDA Traffic Capital Budget Private \$ MTC
6 (p. VI-22)	Expand Housing Rehabilitation Programs and Outreach. Target FWBT as a priority for outreach and funding of housing improvements, including grants and loans for exterior and safety improvements. Create incentives for property owners to add street-facing windows, entries and covered areas, and to repair or replace inferior conditions.	TOP 10 No. 8	Immediate	Housing RDA N’hood Assoc. PSCE	EAND PSS	City budget Private \$

I. WALKABLE SMALL TOWN CHARACTER & CULTURE

No.	Strategy / Action	Priority	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
7 (p.VI-31)	Create a Town Square near Five Wounds Church. Create a multipurpose park at the center of future redevelopment, transit, and existing cultural assets. Establish strong pedestrian and visual connections between the Town Square and East Santa Clara.	 No. 12	Short-Long	PRNS VTA PBCE (Plng) DOT BART RDA City Council Comm'ty Members	EAND RACS	PDO (Park Dedication Ordinance)
8 (p.VI-33)	Redevelop the "San Jose Steel" Area as a New Transit-Oriented, Mixed-Use Urban Center. Redevelop the land west of 101 and between Santa Clara and Julian to include a mix of transit and pedestrian supported uses, which may include a: park, hotel, restaurants, cultural activities, employment, and housing.	 No. 13	Short-Long	PBCE (planning) Private Developers PRNS OED RDA VTA BART N'Hood Assoc... Council Office	EAND	RDA UTA Private \$
9 (p.VI-36)	Protect and Continue the Existing Small Town Character of the East Santa Clara-Alum Rock Corridor. Transform this street into a "Boulevard" with Mixed-Use, three to five-story construction. Promote walking and support retail through shared parking facilities at strategic locations.	 No. 14	Short-Long	PBCE (planning) RDA OED RDA Private Developers Property Owners N'hood Assoc...	EAND	RDA Private \$
10	Redevelop Empire Lumber site in a mixed use/transit oriented configuration. Redevelop site on future light rail line with ground-floor storefronts and transit-supportive housing densities. Ensure street-facing, pedestrian-supportive architecture not only on East Santa Clara, but also on local streets and Railroad Rail-to-Trail frontages.	High Priority	Short-Long	Property Owners PBCE (Planning) N'hood Assoc...	EAND	
11	Organize large scale community clean-ups. Organize community clean-ups with broad community participation, especially among youth.	High Priority	Immediate	N'hood Assoc... PRNS PBCE(Planning)	EAND EAUS	City Budget CAP Grants Other Grants
12	Initiate area wide street tree planting programs. Direct significant resources to planting street trees throughout the FW/BT area where they are presently missing. Seek broad community participation, especially among youth.	High Priority	Short	N'hood Assoc. Our City Forest DOT	EAUS EAND	Our City Forest CAP grant

WALKABLE SMALL TOWN CHARACTER & CULTURE

No.	Strategy / Action	Priority	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
13	Provide a better pedestrian access for people with disabilities. (including curb-cuts). Create a strategy for assessing and installing necessary improvements, including: retrofitting needed curb-cuts, accessible sidewalks with curb cuts, adequate disabled parking, public TTY phones, and audible pedestrian signals.	High Priority	Medium	DPW DOT	EAND	City Budget
14	Create a strategy to encourage outdoor seating at restaurants and cafes. Create a strategy to encourage outdoor seating spaces in front of restaurants and cafes along commercial streets.	Med-High Priority	Immediate	Property Owners Business Assoc.	EAND	City Budget
15	Establish a Farmer's Market in the FWBT area. Explore the feasibility of a Farmer's Market somewhere in the FW/BT area and in ways that support local merchants.	Med-High Priority	Short	N'hood Assoc. PRNS Comm'ty Members OED?	RACS EAND	Private \$
16	Provide new street connections in the McKinley School and East-West Court areas. Install new street connections in the vicinity of McKinley School, and East-West Courts to connect isolated areas with the larger community, and distribute local traffic.	Med-High Priority	Long	Property Owners DOT DPW Planning	TS	City Budget Private Development Fees
17	Integrate public art into public projects and encourage the establishment of art galleries in the FWBT area. Integrate artwork into parks, along major streets, on transit facilities, on bridges and along trails. Encourage art galleries to locate along East Santa Clara Street.	Medium Priority	Short-Long	OCA PRNS DPW RDA Non-Profit Orgs.	RACS	OCA Private \$

KEY

Time Frame

Immediate: 0-18 months

Short: 0-3 years

Medium: 4-6 years

Long: 7+ years

Lead Responsibility

Planning: Planning Department

RDA: Redevelopment Agency of the City of San Jose

PRNS: Parks Recreation & Neighborhood Services

DPW: Department of Public Works

DOT: Department of Transportation

SJUSD: San Jose Unified School District

PBCE: Dept. of Planning, Building & Code Enforcement

City Service Areas

EAND: Economic and Neighborhood Development

RACS: Recreation and Cultural Services

TS: Transportation Services




PSS: Public Safety Services

EAUS: Environment and Utility Services

WALKABLE SMALL TOWN CHARACTER & CULTURE

No.	Strategy / Action	Priority	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
18	<p>Facilitate residential redevelopment of small sites with inappropriate existing uses.</p> <p>Support the redevelopment of small vacant and industrial sites scattered in and around residential neighborhoods as residential uses. The character of new development should complement existing residential and further pedestrian-oriented goals.</p>	Medium Priority	Short-Long	<p>RDA OED Housing PBCE (planning) Comm'ty Members</p>	<p>EAUS EAND</p>	Private \$
19	<p>Install or adjust street lighting to provide better coverage and scale for pedestrians.</p> <p>Install pedestrian-scaled lighting where lighting is inadequate, and retrofit or replace freeway-scaled light fixtures to minimize glare and over-lighting. Install banners along shopping streets and at gateway locations.</p>	Medium Priority	Short	<p>DPW DOT PRNS N'hood Groups</p>	<p>EAND PSS TS</p>	City Budget
20	<p>Establish special community oriented events in the area's business districts that promote neighborhood businesses and a sense of community for residents.</p> <p>Create a strategy to promote special events, public art, and other community festivals that capture the "heart" of the community, celebrate its history and diversity, and promote neighborhood business.</p>	Medium Priority	Short	<p>RDA Business Assoc. N'hood Assoc. PRNS</p>	EAND	<p>City Budget RDA Private \$</p>
21	<p>Install decorative gateway monuments & landscaping at the entries to the FWBT area.</p> <p>Install artful signs, monuments and landscaping to announce entry into the "small town San Jose." Explore art-related and other funding sources.</p>	Low-Med Priority	Short	<p>RDA PRNS DOT N'hood Assoc.</p>	EAND	Private \$
22	<p>Provide bus stop and bus shelter upgrades to enhance patrons comfort and safety.</p> <p>Work with VTA to improve bus stops, including the installation of benches and shelters where feasible.</p>	Low-Med Priority	Short	<p>PRNS VTA</p>	<p>TS EAND</p>	VTA
23	<p>Explore strategies to permit secondary cottages on residentially developed properties to improve surveillance and security.</p> <p>Create a strategy for property owners to build small cottages in areas where lack of "eyes" on streets and open spaces hurt attempts at neighborhood surveillance.</p>	Low Priority	Medium	<p>Planning RDA Housing City Council</p>	EAND	Private \$

II. RECREATION, SCHOOLS, ACTIVITIES & PROGRAMS

No.	Strategy / Action	Priority	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
24 (p.VI-14)	Complete construction of Selma Olinder Park. Complete playfields, creekside trail, and passive recreation elements.	 No. 5	Short	PRNS DPW (arch. & eng.) PRNS N'hood Assoc.	EAUS RACS	City Budget
25 (p.VI-20)	Complete the Coyote Creek Trail Between Kelley Park and Highway 101. As part of the City-wide network, plan and build a trail from Kelley Park to Watson Park, passing through Selma Olinder, Roosevelt Parks, and San Jose High Academy, with an on-street or rear yard alignment in the Brookwood neighborhood.	 No. 7	Short-Long	PRNS SCVWD Comm'ty Members	EAUS RACS	City Budget Grants
26 (p.VI-26)	Increase Opportunities for Youth and Teen Activities. Direct resources toward promoting awareness of existing youth recreation and education programs, and expanding them, including sports leagues, leadership training, neighborhood projects, and homework assistance.	 No. 10	Immediate-Ongoing	PRNS City-School Liaison SJ High Academy SJUSD FUSD CBO's	RACS	City Budget Grants
27	Enhance school zone crosswalks and signage and increase regularly scheduled maintenance and painting in FWBT. Enhance crosswalks and signage to improve motorists' awareness at school crossings.	High Priority	Immediate	DPW DOT	TS PSS	City Budget
28	Construct community identified improvements to Martin Park. Install walkways, trees, and landscaping to screen the vacant Martin Park site from the surrounding neighborhood and future Rail-to-Trail Greenway.	High Priority	Short	PRNS DOT DPW N'hood Assoc.	EAND	Traffic Capital Budget Safe Routes to School MTC

KEY

Time Frame

Immediate: 0-18 months
Short: 0-3 years
Medium: 4-6 years
Long: 7+ years

Lead Responsibility

Planning: Planning Department
RDA: Redevelopment Agency of the City of San Jose
PRNS: Parks Recreation & Neighborhood Services
DPW: Department of Public Works
DOT: Department of Transportation
SJUSD: San Jose Unified School District
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II. RECREATION, SCHOOLS, ACTIVITIES & PROGRAMS

No.	Strategy / Action	Priority	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
29	Explore construction of a skateboard park at the railroad underpass and I-280. Study building a large skateboard park at the railroad underpass at I-280 to serve youth and bring activity and informal surveillance to this portion of the Coyote Creek Trail.	Med-High Priority	Short	PRNS	RACS EAND	City Budget Grants
30	Complete Rail-to-Trail Conversion. Build a continuous trail along the current Railroad right-of-way from Lower Silver Creek to Coyote Creek to create a unifying open-space amenity within the FW/BT area.	Med-High Priority	Short-Long	PRNS PBCE Comm'ty Members	EAND EAUS	PDO City Budget Grants
31	Complete Bonita Park recreation facilities at I-280. Complete environmental assessments and negotiate with CalTrans to install playfields & passive recreation.	Med-High Priority	Short-Long	PRNS CALTRANS DPW	RACS	PDO City Budget Grants
32	Establish a long-term creek maintenance and education program. Work with the Santa Clara Valley Water District and/or the City to monitor creeks, correct major hazards, and help organize community for planting new vegetation and removing debris. Involve local schools in restoration, design and installation.	Med-High Priority	Short-Long	PRNS SCVWD School District N'hood Assoc.	EAND EAUS	Adopt-a-Creek Program
33	Install drinking fountains and public restroom facilities in local parks and business districts. Identify locations and install these facilities in local parks and business districts where needed.	Medium Priority	Short-Long	PRNS PBCE DPW RDA	EAND	City Budget? Private \$
34	Increase availability of child care and elder care services for area residents. Explore resources to create additional day care and elder care facilities in schools, community centers, and neighborhood locations.	Medium Priority	Short	PRNS N'hood Assoc.	EAND RACS	City Budget Private Funding
35	Construct Roosevelt Park improvements. Using funding from Measure P, construct a new community building. Explore a City partnership with San Jose High School Academy to share facilities. Expand the range of recreational opportunities.	Medium Priority	Short-Long	PRNS RDA School District	EAND RACS	City Budget RDA Grants

II. RECREATION, SCHOOLS, ACTIVITIES & PROGRAMS

No.	Strategy / Action	Priority	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
36	Improve Existing Parks. Renovate restrooms, add benches, upgrade lighting, plant trees, and install new equipment at existing parks throughout the area.	Medium Priority	Short-Long	PRNS N'Hood Assoc	RACS	City Budget Grant
37	Improve local schools. In partnership with local schools, formulate and implement a plan to work to improve the quality of education.	Medium Priority	Short-Long	City Manager's Office Council Office City-School Partnership	RACS	City Budget School District \$
38	Upgrade local school facilities. With local school districts, develop a strategy for physical improvements such as new paint, landscaping, better lighting, etc.	Medium Priority	Long	School District	RACS	School District \$
39	Complete the network of bike lanes and routes throughout the FWBT area. In addition to those improvements associated with Coyote Creek and Rail-to-Trail" conversion, improve bike facilities on the following streets through lanes and signed routes: Wooster, San Antonio, William, McLaughlin-24th with priority given to those connected to the City bike network.	Medium Priority	Short-Long	DOT	TS	TDA
40	Complete Lower Silver Creek Trail network. Explore the feasibility to build a trail connecting along Lower Silver Creek extending from Anne Darling School, under Hwy 101, past Wooster and East-West Courts to connect with the Coyote Creek Trail system.	Medium Priority	Short-Long	PRNS SCVWD DOT	EAND EAUS	Grants

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II. RECREATION, SCHOOLS, ACTIVITIES & PROGRAMS

No.	Strategy / Action	Priority	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
41	Construct pocket parks. Find locations for and build “pocket parks” to bring small-scale recreation opportunities within blocks of most residents. Potential sites include a vacant lot in the Little Portugal North neighborhood as well as underutilized properties along the proposed Rail-to-Trail.	Medium Priority	Short-Long	PRNS Comm’ty Members	EAND EAUS	City Budget Grants
42	Increase the availability and variety of health services in FWBT. Seek programs to bring additional health care services to low-income households in the area.	Medium Priority	Short		RACS PSS	
43	Increase the availability and variety of adult programs in FWBT. Resources can be directed toward eldercare, active senior programs, language classes, life skills and parenting classes.	Medium Priority	Short	PRNS CBO’s	RACS	City Budget Private Sources
44	Establish a computer resource center. Establish a computer resource center in the area.	Med-Low Priority	Short	PRNS Library Non-Profit Orgs.	RACS	Grants
45	Complete environmental clean-up and improvements to Martin Park. “Fast track” site remediation and full park improvements.	Med-Low Priority	Short-Long	PRNS RDA	EAND EAUS	City Budget Grants
46	Develop and install community gardens and implement a maintenance program for vacant freeway rights-of-way in FWBT. Create community gardens in existing poorly used and maintained landscape areas near the freeway.	Low Priority	Long	PRNS Comm’ty Members	EAND RACS EAUS	City Budget Private Sources

III. ENFORCEMENT EFFORTS

No.	Strategy / Action	Priority	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
47	Eliminate illegally parked & abandoned vehicles in FWBT. Increase enforcement where vehicles are parked in front yards or across sidewalks, and where vehicles have been stored on the street in violation of City codes.	High Priority	Short	PBCE (code enforcement and vehicular abatement) Comm'ty Members	TS EAND	City Budget
48	Increase regularly scheduled street sweeping & maintenance programs. Vigorously ticket and tow cars parked illegally during street sweeping hours to facilitate street sweeping.	High Priority	Immediate-Ongoing	DOT ESD N'hood Assoc..Police	TS EAND	City Budget
49	Limit alcohol sales and reduce adverse impacts of alcohol use in FWBT. Formulate a strategy to limit the number of alcohol licenses in the area, and maintain a system for tracking new license applications and transfers.	High Priority	Immediate	PBCE (planning) Council Office Alcoholic Beverage Control N'hood Groups	EAND PSS	City Budget
50	Increase Traffic Enforcement. Increase enforcement of traffic laws (i.e. stop signs, traffic lights, and speed limits) by deploying more resources, such as NASCOP.	High Priority	Immediate	Police DOT N'hood Assoc.	EAND TS	City Budget
51	Install traffic signs. Install signage approximately 50 feet north of Spiro along the west side of McLaughlin to discourage traffic from blocking the entrance to the mobile home park.	High Priority	Immediate	DOT Mobile Home Park Owners	TS	City Budget
52	Eliminate and abate illegal land uses. Deploy additional City resources for increased reconnaissance and enforcement of codes restricting outdoor storage of materials, auto and body repair, overcrowding, occupation of garages, and illegal home occupations that pose a nuisance to surrounding neighbors.	High Priority	Short-Long	PBCE (code enforcement) Police Comm'ty Members	EAND	City Budget

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III. ENFORCEMENT EFFORTS

No.	Strategy / Action	Priority	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
53	Increase law enforcement and crime prevention in FWBT. In addition to expanded police patrols, create a range of programs to reduce gang and drug activity, illegal liquor sales, transience and loitering in areas at risk.	Med-High Priority	Immediate	Police N'Hood Assoc.	EAND PSS	City Budget
54	Reduce number of pay phones. Remove and prevent reinstallation of pay phones in areas where they have been a magnet for nuisances.	Med-High Priority	Immediate-Short	PBCE (code enforcement) Property Owners	EAND PSS	City Budget
55	Diversifying housing opportunities. Create incentives for additional housing for a range of incomes.	Medium Priority	Short-Long	PBCE (planning) Housing RDA Private Developers	EAND	City Budget Private \$
56	Eliminate and prevent graffiti. Add additional resources to the City's present graffiti eradication program for graffiti removal and prevention on both private and public property.	Medium Priority	Short- Ongoing	PRNS Police Comm'ty Members	EAND PSS	City Budget
57	Reduce sign clutter. Improve enforcement of sign ordinances and codes, including removing old billboards and "cleaning up" business windows from sign clutter.	Low-Med Priority	Short-Long	PBCE (planning) Code Enforcement Business Assoc. RDA	EAND	City Budget
58	Reduce truck traffic impacts to FWBT neighborhoods. Creating strategies for reducing the impact of truck traffic and parking in the area.	Low-Med Priority	Short	DOT N'hood Assoc.	TS	City Budget

IV. PARKING & INFRASTRUCTURE

No.	Strategy / Action	Priority	Time Frame	Lead Responsibility	City Service Areas	Potential Funding
59 (p. VI-24)	Create an East Santa Clara - Alum Rock Parking Strategy. Undertake a comprehensive parking strategy to assess future parking needs, identify appropriate locations for off-street parking lots and garages, and maximize on-street parking.	 No. 9	Immediate-Long	PBCEL(PIng.) RDA Business Assoc. Property Owners Private Developers	EAND TS	
60 (p. VI-30)	Develop a Program, and a Pilot Project for the Five Wounds/ Brookwood Terrace Area for Putting Utilities Underground. Create a strategy to fund the undergrounding of utilities, starting with the community's highest priority area to reduce visual blight from overhead lines.	 No. 11	Short-Long	DPW DOT PG&E RDA N'hood Assoc.	EAND EAUS	Assessment District
61	Replace and repair missing sidewalks & ramps. Install new sidewalks with curb-cuts in locations where they are missing, such as in the McKinley, Anne Darling, and Bonita neighborhoods.	High Priority	Immediate-Short	DPW DOT	EAND PSS	MTC Traffic Capital Budget
62	Improve pedestrian and bicycle crossings over Hwy 101. Install elements to protect pedestrians and bicyclists crossing 101 at Julian-McGee, East Santa Clara-Alum Rock, and San Antonio.	Med-High Priority		DOT CalTrans		
63	Improve and increase regularly scheduled street repair maintenance. Devote additional resources toward identifying needs and funding for the repair of sidewalks, curbs, gutters, and streets throughout the area.	Med-High Priority	Immediate-Long	DPW DOT N'hood Assoc.	EAND TS	City Budget
64	Reduce and eliminate sanitary sewer and storm drainage problems. Identify storm drain and sewer problems and create a strategy for their repair.	Med-High Priority	Short	DPW	EAUS	City Budget

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 PBCE: Dept. of Planning, Building & Code Enforcement
 CalTrans: California Department of Transportation

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65	Install new traffic signal @ McLaughlin and Melbourne. Explore upgrading traffic signal at intersection of Melbourne and McLaughlin to include a left turn signal from northbound McLaughlin.	Med-High Priority	Short	DOT DPW	TS	Traffic CIP
66	Increase regular street tree maintenance. Devote additional resources to prune street trees more frequently.	Med-Low Priority	Short- Ongoing	DOT Property Owners	EAND	City Budget
67	Explore establishing an "Adopt-A-Ramp" program. Investigate acquisition of and/or on-going maintenance of excess CalTrans properties, especially where "gateway" locations and near to residencies.	Medium Priority	Immediate	CalTrans	N/A	CalTrans
68	Install sound walls. Mitigate traffic noise affecting residents adjacent to King Road, 101 and 280 through new or improved sound walls.	Low Priority	Short-Long	DOT Caltrans VTA	TS EAND	VTA
69	Increase number and locations of trash receptacles. Increase the number of trash receptacles and their maintenance in the commercial areas.	Low Priority	Short-Long	RDA ESD	EAND	City Budget

4. VEHICLES FOR IMPLEMENTATION

To successfully implement the High Priority Actions of the Five Wounds/Brookwood Terrace Neighborhood, a well-defined strategic program must be established. Strategies and principles have proven to be the key ingredients to successful plans. However, they require a great deal of leadership and commitment from City Departments and Agencies, local businesses, as well as continuing involvement of the Neighborhood Advisory Committee (NAC) and other community groups in responsibly guiding the Five Wounds/Brookwood Terrace Neighborhood Improvement Plan into the future.

Role of the Neighborhood Advisory Committee

The Neighborhood Advisory Committee, or NAC, has been the lead group in working with the community to develop the Neighborhood Improvement Plan. This committee has successfully created a vision for the community, and has developed priority actions, which will help to achieve the community's vision.

Several of the NAC's primary responsibilities during the implementation phase of the project will be to:

- Champion the implementation of Five Wounds/Brookwood Terrace Neighborhood priority actions, seek funding from the City and other funding sources, and ensure project completion;
- Provide input to the City for design and development of public projects;
- Act as an information liaison to the neighborhood on the status of projects in Five Wounds/Brookwood Terrace;
- Periodically review the action plan and reset priorities based on past accomplishments and existing conditions; and
- Coordinate with neighborhood associations, business associations, and the PAC on appropriate redevelopment projects within Five Wounds/Brookwood Terrace.

Vehicles for Implementation

As part of the Plan implementation process, the NAC should adhere to the following guiding principles to help ensure the community's goals and objectives.

Continuing Community Input and Involvement.

Process begun in creating the Neighborhood Improvement Plan must be continued to assure community “buy-in” and satisfaction with future changes.

Building on Strengths.

The Five Wounds/Brookwood Terrace neighborhood has many identified assets and strengths. Community strengths include dedicated residents, existing infrastructure and facilities, and neighborhood programs and services. The community must continue to support existing programs and projects, and build on these strengths as a step towards implementing priority actions.

Championing Top Priorities.

Having individuals and organizations in particular support of any High Priority Action assures that the action has a voice. Identify and support those who can champion the priority action items.

Identifying Roles and Responsibilities.

The dedication, commitment, and accountability provided by a lead organization are key to successful implementation. The Top Priorities and Matrix of Action portions of this chapter identify lead responsibility and partnerships. The NAC will continue to work with the responsible organizations to determine action steps and roles.

Coordinating Public and Private Players.

Considering the scale and breadth of the Neighborhood Improvement Plan, it is inevitable that both public and private lands will be affected. Engage and encourage both sides in a continuous dialogue to assist in finding consensus over development and change issues.

Monitoring Performance by Measuring Results and Evaluating Progress.

A Neighborhood Improvement Plan is not static. Strategic planning is dynamic and can change as projects are completed and the community collectively identifies new directions. Over time, resources, opportunities, and new challenges will present themselves to the community.

NAC planning activities will need to follow a decision-making process, which emphasizes balancing short-term and long-term achievements, development of realistic timeframes, constant communication with lead agency staffs in determining action steps and responsibilities and dedication to monitoring and evaluating the progress and success of actions when completed.

Regular updates to the *Five Wounds/Brookwood Terrace Improvement Plan* are necessary to ensure continued progress towards achieving the community's vision. Periodic assessments of the plan help to identify barriers and to determine if mid-course corrections are needed, and also help to identify accomplishments. Demonstrated achievements can help to sustain or increase community support for the *Plan*.

Implementation Funding Program

One of the key components of success for the actions identified in the Neighborhood Improvement Plan is the availability of funding. There are several sources of funding available for the "Top Ten" priority actions and other improvement actions identified in this Plan. Some funding for the implementation of these actions is likely to come from the Strong Neighborhoods Initiative funds being invested by the Redevelopment Agency and City in the overall Strong Neighborhoods Initiative.

However, implementation of the "Top Ten" and other elements of the action plan will require the identification of additional funding sources.

The City's Capital Improvement Program (CIP) is an ongoing source for funding other elements of the action program. A principal federal funding source is Community Development Block Grants (CDBG) funds.

The creation of a new Redevelopment Project Area, which includes all 20 Strong Neighborhoods Initiative areas, will make it possible to issue improvement bonds, as appropriate, for project funding. The lifetime of the redevelopment project area will be twenty years.

Lead Agencies and Departments: Roles and Responsibilities

The Neighborhood Team consisting of representatives from Code Enforcement, Planning, Neighborhood Services, and the Redevelopment Agency, will continue to provide support to the Five Wounds/Brookwood Terrace community throughout the implementation phase. The Community Coordinator from the Neighborhood Services Division and/or the Development Officer from the Redevelopment Agency has the lead role in coordinating the implementation efforts and will take the lead in working with the NAC, City Departments, and outside agencies to implement the *Neighborhood Improvement Plan*.

The innovative steps taken by the City of San José in reorganizing City Departments to provide effective response to the Strong Neighborhoods Initiative is noteworthy, and will contribute to successful plan implementation. The process of establishing lead agency responsibilities for various programs is based on traditional agency roles as well as new assignments.

The *Matrix of Actions* on the previous pages illustrates the lead responsibilities and partners who will work together to ensure plan implementation. There are many City Departments and Agencies that share responsibility for ensuring successful plan implementation and community involvement.

Following is a list of the main lead Agencies and Departments, with brief descriptions of their responsibilities.

- *The Neighborhood Services Division of the Department of Parks, Recreation and Neighborhood Services (PRNS).*

Lead City Department responsible for overseeing plan implementation and will play a role in many of the top ten priority actions. Additionally, PRNS will work with the Plan Implementation Committee to ensure continued community involvement and communication.

- *Parks Division of the Department of Parks, Recreation and Neighborhood Services (PRNS).*

Lead City Department responsible for open space development such as neighborhood parks and trails.

- *Recreation and Community Services Division of the Department of Parks, Recreation and Neighborhood Services (PRNS).*

Lead City Department responsible for community and recreation services such as youth and adult programs and operation of community and neighborhood centers.

- *The Department of Planning, Building, and Code Enforcement (PBCE).*

Responsible for interpreting the Plan, linking Plan elements to new development projects, processing land use policy and entitlement changes, conducting subsequent planning studies, and delivering Code Enforcement Services.

- *The San José Redevelopment Agency (RDA).*

Provides funding and co-leads Plan implementation with PRNS staff. The RDA will play a role in redevelopment activity within the Five Wounds/Brookwood Terrace neighborhood as appropriate, and will extend its programs to this area including facade improvement programs, business assistance, and economic development efforts.

- *The Department of Transportation (DOT).*

Responsible for many actions that are included in the Five Wounds/Brookwood Terrace Neighborhood Improvement Plan, including traffic-calming, street maintenance, street light repair, coordination with VTA, and managing city street trees and landscaping programs.

- *The Department of Public Works (DPW).*

Responsible for planning, design, and construction services for facilities and infrastructure in Five Wounds/Brookwood Terrace. In some instances, the DPW will be working with other City Departments, such as the DOT, to provide upgrades to existing infrastructure, or to construct new facilities to serve the community.

These Departments and Agencies will work with other City Departments, regional agencies, neighborhood associations and community members to ensure the success of neighborhood improvement strategies in Five Wounds/Brookwood Terrace.